

Creativity and Innovation in Organizational Development: Nigeria Hospitality Business Perspective

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Abstract—Looking at the unique and complex nature of the creativity and innovation concept, it becomes an imperative for experts in Organization Development (OD) to investigate more on the subject matter, in order to make our society better with an increase in productivity. The research puts its searchlight into the hospitality industry in Nigeria, with special focus on restaurant, hotel and bar. The examination involved 155 target audience in the aforementioned industry. The creativity and innovation of the employees and employers were analyzed using the five dimensional analysis, which include the Autonomy, Task significance, Identity, skill variety, and task feedback. The last part of the questionnaire makes use of the self test creativity report to investigate new ideas and methods they have tried first to improve productivity and profitability of the industry. A creativity game was also carried out with 30 people in the industry, where 30 blank boxes were drawn and both employees and employers turn it to meaningful object.

Keywords— Creativity, Innovation, Nigerian Business, Employees, Hospitality

I. INTRODUCTION

Employee creativity, characterized as the age of the novel and helpful thoughts, items and procedures ([1]; [31]; [37]) have turned out to be basic to hierarchical execution and intensity [15]. While the surviving examination has inspected an assortment of components that anticipate representative imagination in associations ([24];[23]), ongoing investigations have flagged that workers' mental capital, in the future PsyCap, has a solid potential to foresee representative innovativeness ([2]; [29]). PsyCap alludes to a person's certain mental condition of improvement as far as utilizing his/her persuasive and subjective assets to accomplish an abnormal state of execution [17].

As a relational relationship, SSC alludes to the degree to which directors energize, care for and furnish subordinates with help to produce innovative results [18] and enhance worker inventiveness [1]. Research has shown that SSC gives support and help to representatives [30] to build activity, for example, thought age [33]. SSC additionally sets up the desire that imagination is very esteemed.

II. RELATED WORK

There is no general or psychometrically institutionalized meaning of inventiveness, however, numerous creators have attempted to characterize and clarify it ([3]; [9]; [10]; [13]; [16]; [35]). For instance, three components of imagination

can be discovered: the inventive individual themselves, the innovative procedure and the result of inventiveness [17]. (Connections Between Creativity and Mental Disorder). There is a need to start by characterizing what innovativeness is. As per [4], inventiveness can be characterized as the capacity to deliver unique thoughts and new things. It additionally incorporates the joining of existing work, articles, and thoughts in various routes for new purposes. Three vital parts of inventiveness are the innovative individual, the imaginative item, and the imaginative procedure. In order to comprehend imagination, some key focuses sketched out by [6] are apropos. They are:

1. Creativity begins with what as of now exists. Using my working place as an example, there is an existing unit called Information and Communication Technology Unit, which I am privileged to be a member of the unit.
2. Creativity is perceived where the craftsman or mastermind of the virtuoso has changed the current materials into another production of persevering quality.
3. One can be innovative when one begins seeing or making associations between thoughts that appear to others to be far separated: the more extensive the obvious separation, the more prominent the level of inventive reasoning included.
4. Creativity is the workforce of psyche and soul that empowers people bring into reality, apparently out of

nothing, something of utilization, request, excellence or importance.

Various Types of Imagination

Innovativeness has turned into a remarkable field of study gathering enthusiasm of a few researchers from all fields of research. Inventiveness is certainly not a local of only a specific control since it is required all works of life. In this way, gathering materials on various types of imagination could turn into a requesting undertaking. Be that as it may, for this examination, [10] framework of three various types of innovativeness utilized as a reason for research at the Institute of Personality Assessment and Research Laboratory (IPAR), Berkeley, California, can do the trick. The first is imaginative innovativeness, which mirrors the maker's inward needs, discernments and inspirations. The second sort is logical and mechanical inventiveness, which manages some issue of the earth and results in novel arrangements however shows little of the innovator's identity. The third sort is half and half innovativeness, found in such fields as design that displays both a novel issue arrangement and the identity of the maker.

III. METHODOLOGY

Research Procedure

A sum of 155 respondents from Oyo State Hospitality Centers (which majorly focus on Hotels, Restaurants and Event Centers), finished the investigation survey, which gathered statistic data and included things estimating all the free and ward factors. Before starting the information accumulation, support of the Human Resources Manager was solicited. The members were educated that their responses would be utilized for research purposes just and kept entirely private.

205 questionnaires were distributed, while 155 completed surveys was received (76% response rate). The final sample included 155 employees who reported the industry in which they were working.

Five dimensions analysis was employed to determine the creativity of the employees and organizational leaders as developed by Piccolo and Colquitt, 2006, a model to measure the overall job characteristics construct.

The five dimensions analyzed include the Autonomy, Task significance, Identity, skill variety, and task feedback. Four-point scale was employed, with sample items including the following;

- a. Autonomy – The work permit you to use your discretion to have the best output
- b. Task Significance – My job responsibility is the one that everyone can be affected by the final output
- c. Identity – I usually finish the piece of work that I begin when carrying out my operations at work.
- d. Skill Variety – My responsibility requires me to make use of complex or high level skills

- e. Feedback – Customers or management usually give a performance report on my responsibilities performed.

Third Part of the questionnaire contains a **Self-Test Creativity Report**. The model adopted was that of Shalley et al, 2009. The employees assessed their own creativity from point 1 = “strongly disagree” to 6 = “strongly agree”. This section investigates the new ideas and methods they try first in carrying out their responsibilities.

Control variables employed in this research work include the age of the respondents, educational background, experience on job, gender, and job type. These were employed to control employees' intrinsic motivation to test whether it offers an alternative explanation to creativity. The target audience was examined on their feelings when they are carrying out their responsibilities, whether they feel good or not.

IV. RESULTS AND DISCUSSION

By investigating limit settings, our examination expands the earlier writing on the positive connection among PsyCap and innovativeness. Specifically, the aftereffects of the two-way connections uncover that SSC decidedly directs the PsyCap-inventiveness relationship. This finding fortifies the significance of constructive pioneer practices in improving the relations between certain individual elements and imagination, particularly wanted boss practices (Zhou and Hoever, 2014). Our discoveries exhibit that activity qualities altogether moderates the PsyCap-imagination connection. This compares with earlier contentions proposing that assignment qualities are a vital mediator in imagination look into on the grounds that they give incitement and data openings. We enhance the prior research by uncovering that general employment attributes, as opposed to a solitary measurement, fortify the relationship between high PsyCap and innovativeness. These outcomes feature the requirement for future research to think about a more extensive scope of significant administration practices and the negative parts of undertaking qualities that hypothetically impact the connection among PsyCap and imagination. For instance, more examination is required with respect to how engaging authority may use PsyCap to profit imagination. Engaging administration gives representatives impressive scope (Zhang and Bartol, 2010) to go out on a limb in innovative exercises, which builds workers' persuasive assets (e.g., self-viability). Along these lines, engaging authority may reinforce the effect of PsyCap on imagination.

Of course, it was observed that PsyCap was to be best in producing inventive outcomes when both SSC and employment attributes were high. This finding likewise adds to a developing collection of studies with respect to the mind boggling connections of innovativeness indicators; these investigations propose that mixes of individual, natural, and undertaking qualities are more qualified for representative

inventiveness. That is, the nearness of one condition intensifies the impacts of different conditions on advancing innovativeness (Zhang and Zhou, 2014). In light of our outcomes, future research ought to underscore the potential blends of other situational and positional indicators for advancing or repressing working environment inventiveness.

Some creativity games in a meeting setting were carried out with documented observations and insights.

Ideation Session Game

The goal of this challenge is to push people to test their creativity by turning squares into recognizable objects in a very short period of time.

Tool: 30 Squares Exercise

Participants: Group of 30 Employees, including managers

Time: 10 minutes plus discussion

Supplies: Pen and a piece of paper (per person) with 30 blank squares on it of approximately the same size.

Game Procedure:

1. A4 paper with thirty squares drawn on it were distributed to twenty (20) employees including managers.
2. They were asked to turn as many of the blank squares as possible into recognizable objects in 10 minutes with discussion thereafter.

Discussions

A metaphor implies looking at two things that truly are not truly the equivalent. This is the establishment of Metaphorical Thinking. Illustrations were viewed as an indication of virtuoso by the Greek scholar Aristotle. As per him, the person who can see the similitude between two altogether different ideas, was insightful and had an exceptional special gift. By making an allegorical correlation between an unpredictable issue and a conspicuous circumstance, other individuals can comprehend what's implied immediately.

Metaphor is an extremely helpful device in creativity, in experimental writing, as well as in cooking up new thoughts. The manner in which that representations work in taking an alternate view enables you to make both the unusual recognizable and the commonplace abnormal.

Making the unusual recognizable

Once in a while you are looked with a troublesome circumstance that is difficult to get it. A helpful innovative act is then to make the weird recognizable, bringing what is hard to conceptualize into a space where understanding enhances, surmisings might be made and imaginative jumps are less demanding. A researcher is exploring the manner in which an infection acts in connecting itself to a solid cell. She takes the representation of assault and uses this to investigate thoughts of injury, aversion and vengeance by the assaulted life form.

A designer is searching for an approach to hold together a multi-part machine in a high-vibration condition. He takes the analogy of shuddering with chilly and thinks of thoughts for encasing the framework in an adaptable coat.

Einstein did 'psychological studies' and entertained the concept of riding on a light emission when building up his hypothesis of relativity.

There is a renowned story of adventurers, lost in new mountains, who found out utilizing a guide - just to discover later that they were utilizing a guide of a totally unique territory.

At the point when a well-known circumstance stays you into recognizable considerations, some of the time you can break free from this psychological straight jacket by compelling a the natural circumstance into a new and severely fitting allegory. The perplexity and resulting strain caused by this circumstance may well at that point, lead to the subliminal jumping to a settling thought.

A thinker, pondering about the psyche however caught by conventional subjective mental perspectives of the cerebrum's task, utilizes an allegory of a round of darts as a brain. She at that point investigates goal, close misses, 'bullseyes', ricochets, matchplay, etc. A warrior, bored in war zone method yet bewildered by a concealed adversary, shuts his eyes and explores by sound just, working with an inside sonic scene to pinpoint the wellspring of weapons discharge. An item architect for work area printers goes up against the perspective of a little Napoleon Bonaparte, walking around inside the printer, issuing orders, a catching area and compelling the paper to go toward any path.

V. CONCLUSION AND FUTURE SCOPE

The discoveries of this examination bolster the viewpoint that managers should bolster their subordinates' innovative exercises and that human resources offices have a key job in structuring occupations that produce added substance impacts for workers with PsyCap to build inventiveness. To start with, it is advantageous to choose competitors utilizing a PsyCap test. Second, managers must be prepared to empower workers and give a steady situation that propels their representatives to take part in inventive exercises. Third, occupations should be very much intended to empower representatives to feel progressively energized and keen on achieving more elevated amounts of inventiveness.

Figures and Tables

Table 1: Biodata of the Respondents

Variables	Value	Frequency	Percent
Gender	Male	49	31.6
	Female	106	68.4

Years of experience	1-5	58	37.4
	6-10	49	31.6
	11-15	31	0.2
	16-20	10	6.5
	20 years above	7	4.5
Education	Post Graduate	15	9.7
	Graduate	83	53.5
	Secondary	41	26.5
	SSCE	12	7.7
	Primary school No Formal Education	4	2.5
Job type	Managerial	20	12.9
	Administrative	35	22.6
	Technical	15	9.6
	Sales & marketing	78	50.3
	Support	7	4.5
Discipline/Course	Hospitality	23	14.8
	General	34	21.9
	Management	98	63.2
	Non Related Courses		

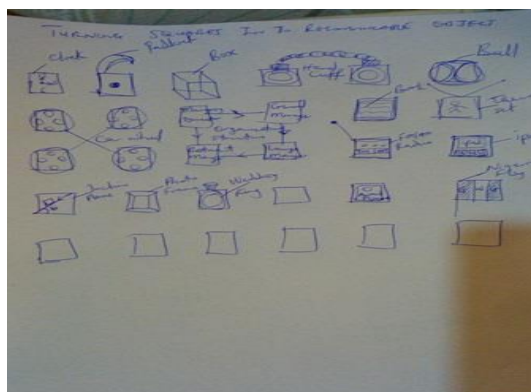


Figure 2: Sample of the Result of Creativity and Innovation Game

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Table 2: Regression Analysis

Variables	B	R2	ΔR2	F	ΔF
Step 1					
Gender				.001	
Age				.000	
Job type				.003	
Education				-.010	
Tenure				.032	
Motivation				.35*	
Step 2					
PsyCap				.14**	
SSC				.15**	
Job characteristics	.14*	.36	.072*	18.96**	15.38
Step 3					
PsyCap × SSC				.17**	
PsyCap × Job characteristics	.17*	.42	.07**	20.74**	19.46
Step 4					
PsyCap × SSC × Job characteristics	.13**	.43	.01**	20.08**	7.46

N = 155.

Regression coefficients represent unstandardized parameters.

Dependent variable: creativity

* p < .05, ** p < .01

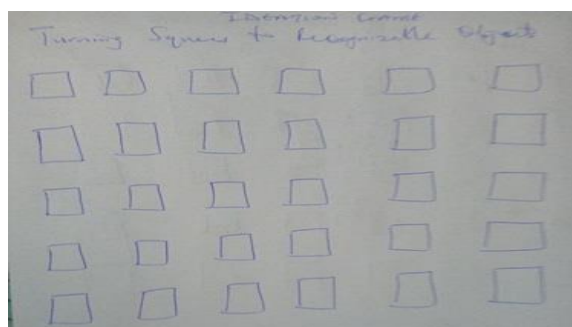


Figure 1. 30 Blank Square Game

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Lanre-Oke Femi Isaac was born to the family of Lanre-Oke almost four decades ago. He proceeded to the Ladoke Akintola University of Technology, Ogbomosho where he graduated with a B.Tech. Degree in Electronics and Electrical Engineering in 2006 with PDG, Management Science, in 2008. From the same University, he completed a Master of Science (M.Sc) degree in Information Technology in 2010. Femi is currently on his PhD program at the South-East Asia Inter-Disciplinary Development Institute, Quezon, Philippines, with special focus on Organizational Development. Femi is an exceptional, highly focused, vision-driven and strategic professional that has significant experiences, spanning the strategic responsibilities in Administration, ICT management and coordination of fraud investigations. He is able to successfully multi-task and achieve desired result within set time-frame. His quest for quality delivery and excellent customer service gives him an advantage in contemporary corporate world. Candidate has managed supervisory portfolios in the Information Technology Division of a reputable organization where he routinely managed tasks related to hardware software, network, telephone, and computer systems administration. Currently a Superintendent in the Financial Investigations Unit of the Independent Corrupt Practices and Other Related Offences Commission (ICPC), he has a proven record of delivering specialized Fraud Investigation functions. His exceptional performance earned him a place in the Special Presidential Investigation Panel for the recovery of public property. He is happily married with children.

